

BVES ACTION ITEMS

1. Lead for DLMP Requirements Conference, Lead for Resetting the Force Conference and P&R meet prior to conferences to coordinate relationship, coordinate Conference business rules.
 - a. POCs: LOGCOM: Maj Akers, SYSCOM: Pat Shaw, P&R: Teena Farmer.
 - b. Deadline: 27 May 2005
2. Embed Enterprise Level Report IPT under SGEWG.
 - a. POC: I&L LPC, Debbie Thien
 - b. Deadline: 27 May (for update)
3. Need purpose for Marine Corps Equipment Review Group.
 - a. POC: LOGCOM, Lydia Burch
 - b. Deadline: 27 May (for update)
4. Present brief on calculation of Warfighting values at DLMP requirements conf.
 - a. POC: Maj Akers
 - b. Deadline: 27 May
5. Determine leadership, purpose and membership of the PEI Rotation Plan Initiative.
 - a. POC: SYSCOM, Pat Shaw
 - b. Deadline: 27 May
6. Execution Paragraph
 - a. POC: Lydia Burch & Maj Akers
 - b. Deadline: Draft completed
7. Funding Paragraph
 - a. POC: P&R (Teena Farmer)
 - b. Deadline: 27 May
8. Consolidate inputs, disseminate to WG membership (send to Deb Thien electronically)
 - a. POC: Kat Stroup
 - b. Deadline: 16 May
9. Schedule an Automated Cross Leveling Tool meeting (advocating use of tool)
 - a. POC: I&L LPC
 - b. Deadline: 19 May
10. Coordinate meeting between LOGCOM S&A and I&L LPO (Priorities for Cross Leveling Tool)
 - a. POC: I&L LPC
 - b. Deadline: 19 May

CHARTER FOR THE STRATEGIC GROUND EQUIPMENT WORKING GROUP

15 Sept 04

This charter establishes the Marine Corps Strategic Ground Equipment Working Group (SGEWG). The SGEWG is chartered to provide unity of effort, an integrated process, and a single forum to address Marine Corps current and mid-term ground equipment challenges in support of OIF/OEF operations and worldwide commitments.

Background. The heightened Marine Corps OPTEMPO in support of the Global War on Terrorism (GWOT) has increased total equipment requirements. Accordingly, the Marine Corps must be prepared to make some tough institutional choices that will have a direct impact on overall equipment levels. These choices will affect how HQMC, the MARFORs, and the Supporting Establishment conduct business in order to support the overall plans and strategy of the Marine Corps. The Marine Corps is challenged is to meet current demand with present location of equipment inventories. Add in the strategic program requirements and it is apparent that demand possibly exceeds available inventory. The continued commitment in OEF/OIF will require innovative, flexible equipment strategies to meet operational and home station training and exercise requirements. The ultimate focus and number one priority is to ensure forward deployed forces have what they need to accomplish their mission.

Mission. The SGEWG will focus on the realignment of equipment to support near term operational and service unique requirements. The desired end state is a comprehensive, executable strategic equipment strategy that ensures the Marine Corps can rapidly respond to emerging requirements.

Scope. The SGEWG is established under the cognizance of the Deputy Commandant, Installations and Logistics (DC, I&L) and the Deputy Commandant, Plans, Policies and Operations (PP&O). Additional membership will include representatives from the Deputy Commandant, Aviation, Deputy Commandant, C4, Deputy Commandant for Combat Development (DC,CD), Commander, Marine Corps Systems Command (COMMARCORSSCOM), Deputy Commandant, Programs and Resources (DC, P&R), and the Commander, Marine Corps Logistics Command (COMMARCORLOGCOM).

The SGEWG will be guided in its actions and provide recommended solutions to the Executive Steering Group (ESG). The ESG will be jointly chaired by the Deputy Commandant, Installations and Logistics (DC, I&L) and the Deputy Commandant, Plans, Policies and Operations (PP&O).

Guidance. The following tenets are provided as guidance to the SGEWG.

- Initially, the SGEWG will focus on the sourcing solutions for near term unsourced training requirements identified for OIF II-1 redeploying units at home stations and emerging units.

- The SGEWG will focus on ensuring near-term strategic equipment requirements of MPF (MMC-8, MPSRON-2), GNFPP, OIF-II, OIF-III, and OEF to meet Operating Forces' and the Corps' strategic programs near term requirements. In addition, the SGEWG will recommend a plan for the constitution of MPSRON-2 and the GPF (NALMEB) program.
- WG members will review and be familiar with relevant policy documents prior to each SGEWG meeting.
- Subordinate WGs may be established under the cognizance of the SGEWG to address the following areas: Operating Force T/E requirements, in-stores requirements, MPF requirements, GPF (NALMEB), and other requirements as well as recommended priority of fill.
- Additional working groups may be created as required to support the thorough review of all factors contributing to the identification of strategic equipment requirements, priority of fill, and recommended sourcing. This will include MEFs and major subordinate commands (MSCs).
- The WG will develop a set of deliverables that will include, but not be limited to, the following:
 1. A laydown of near term operational and program requirements.
 2. An accurate laydown of current and forecasted Marine Corps equipment.
 3. A recommended priority of fill.
 4. A recommended equipment sourcing plan to meet the requirements and priorities.
 5. A recommended plan for maximizing Depot Maintenance resources, for best use of new equipment fielding, for recommended redistributions, and associated priorities.
 6. Assess the readiness impacts of current and planned equipment sourcing, and
 7. Recommend alternatives to equipment sourcing plans.

MARINE CORPS LOGISTICS COMMAND
LOGISTICS TRANSFORMATION WORKING INTEGRATED PRODUCT TEAM
CHARTER

This Charter establishes the Marine Corps Logistics Command (LOGCOM) Logistics Transformation Working Integrated Product Team (WIPT), sets forth its purpose and identifies the objectives the WIPT will accomplish.

1. Situation. **Logistics Modernization.** The renewed focus on logistics modernization is the cornerstone for improving the overall effectiveness of the MAGTF as an agile, expeditionary force in readiness. The Marine Corps Logistics Operational Architecture is a blueprint of our logistics chain, to include roles, functions, and processes. It defines the future Marine Corps logistics "techniques and procedures", from the forward edge of the battlefield back. It also provides and defines the requirements for GCSS-MC.

The Logistics Operational Architecture establishes processes and associated system functions for planning, managing and fulfilling MAGTF logistics requirements. These capabilities position the Marine Corps to provide agile, lean, effective, and sustainable forces to the Combatant Commanders. Furthermore, they enable the Marine Corps to reduce its deployment footprint and increase the lethality of our expeditionary MAGTFs.

The Logistics Operational Architecture is based on lessons from academia and best practices from the commercial sector and DoD. The Marine Corps built it around an expeditionary warfare template and developed a set of end-to-end logistics functions – from the supported unit requesting a logistics need to its fulfillment – that span the entire logistics chain, while remaining within the limited bandwidth environment of expeditionary combat operations. The Marine Corps is the first Service to complete a Logistics Operational Architecture that is compliant with the DoD's Business Enterprise architecture, as mandated by the Clinger-Cohen Act.

Global Combat Support System – Marine Corps (GCSS-MC). The heart of logistics modernization is GCSS-MC. Born Joint, it is the Marine Corps member of the overarching GCSS Family of Systems, as identified by the GCSS Capstone Requirements Document and designated by the Joint Requirements Oversight Council. It is a Marine Corps acquisition program that will procure and integrate commercial off-the-shelf software to satisfy the MAGTF and Combatant Commander Joint Task Force information requirements, and support the Marine Corps Logistics Operational Architecture.

The Joint GCSS Mission Needs Statement (MNS), approved in September 1997, established the Marine Corps' need for a modernized logistics information system. Current Marine Corps logistics information systems have the following primary deficiencies: They were designed to support specific functional processes, leading to non-interoperable stovepiped systems that are expensive to develop and require overhead to maintain interfaces and deliver functionality; They force users to learn the intricacies of the computer system versus the specifics of the combat service support process. The GCSS-MC Logistics Chain Management (GCSS-MC/LCM) program, which is Block 1 of the GCSS-MC portfolio modernization process, mitigates these deficiencies by mandating a Marine Corps-wide view of existing and future logistics information technology. GCSS-MC/LCM requires that current and future systems operate together via the network and provide a shared data environment using Internet-based interfaces, standard data and transaction sets, and AIT devices. Additionally, GCSS-MC/LCM introduces the

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replacement of five selected legacy systems that are scheduled for divestiture. This abbreviated migration is referred to as the "Lights Out" initiative, with specific implications for a carefully planned migration process directed by the Deputy Commandant for Logistics (DC, I&L). The "Lights Out" initiative signals the onset of change management for the logistics domain, with revised policy and improved procedures provided to support COTS implementation throughout the USMC. Most importantly, the availability of GCSS-MC/LCM confirms determination by the USMC to significantly improve the future business model and deliver a more effective and contemporary degree of logistics support. GCSS-MC/LCM is the gateway to more aggressive migration activities required in the out years, and becomes the hallmark event for the long anticipated divestiture from aging legacy systems. GCSS-MC/LCM provides the information technology capabilities necessary to execute Marine Air-Ground Task Force (MAGTF) Combat Service Support (CSS) and Supporting Establishment (SE) functions in expeditionary, joint, and combined environments, and those Combatant Command logistical areas addressed in the GCSS Capstone Requirements Document (CRD).

The ultimate goal of GCSS-MC is to provide modern, deployable Information Technology tools for supported and supporting units. Existing Logistics Information Systems used today are either not deployable, (mainframe based) or are deployable with limited capability (tethered client server). This forces Commanders to gather critical information manually at a significant cost of manpower and time. GCSS-MC Block 1 tools will include a web-based portal to provide a single point of entry to request products and services and track fulfillment in a clear, straight forward manner. Block II will focus on logistics command and control and decision support tools to support the Commander's decision-making process.

2. Mission. Upon this charter's approval, the Logistics Transformation (WIPT), in the execution of one of LOGCOM's top priority strategic initiatives, will take immediate action to research, plan, and implement Logistics Modernization & GCSS-MC related initiatives approved by the Commanding General and senior leadership that are required in order to successfully position LOGCOM as a front runner in the USMC's logistics modernization effort.

3. Execution.

a. Commander's Intent. My purpose for the Logistics Transformation WIPT is to ensure LOGCOM's continued relevancy and competitiveness as a preferred logistics provider. To be successful, the command must approach this new way of performing logistics in an integrated and coordinated manner across its core competencies and staff sections. As such, a representative cross-functional WIPT is necessary to investigate the requirements needed for LOGCOM to fill its roles and responsibilities in the Logistics Modernization process and through innovation develop the initiatives that need to be implemented to better equip and position this command for the logistics challenges and opportunities ahead. The end state for this undertaking is a LOGCOM that understands how the effects of Marine Corps' Logistics Modernization will change LOGCOM's daily operations and a LOGCOM poised to navigate in the GCSS-MC environment while still creating and maintain our competitive advantage as a preferred logistics provider of choice. Additionally, the purpose of the WIPT is to influence the development of GCSS-MC to ensure strategic level policy, procedures and processes are developed and implemented that serve the Marine Corps needs.

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b. Concept of Operations. The LOGISTICS TRANSFORMATION WIPT membership will consist of a core team and ad hoc members. The core team will be expected to actively support this effort and attend all meetings and applicable briefings. The ad hoc members will be expected to support as required and be pulled into core team meetings for limited periods to focus on accomplishing specific tasks at hand. Meetings will initially be conducted on a bi-weekly basis. Meeting frequency may be increased or decreased as required. Once produced, members will be provided a Plan of Action and Milestones (POAM) that will task them to read and prepare information in advance of each meeting. Members will be expected to actively participate in the WIPT's discussions and activities. Agendas, specific research questions, individual and/or sub-group taskings and interim deliverables will be used to provide short-term goals and focus the team's efforts during each session. The LOGISTICS TRANSFORMATION WIPT will incrementally document their recommended courses of action in position papers and briefs. The end state deliverable will be policy and procedures that will ensure LOGCOM is positioned to accept the forthcoming tasks of Logistics Modernization and implementation of GCSS-MC. This WIPT will meet for an unlimited duration. This WIPT will meet for an unlimited duration and will be prepared to transfer WIPT responsibility and operations to the LOGCOM Logistics Modernization process owner, if one is determined.

c. Tasks. Completion of the following tasks is necessary to position LOGCOM to actively participate in future Logistics Modernization strategies and initiatives in direct support of the "GCSS-MC" and "Provide Best Value" strategic initiative/objectives. The LOGISTICS TRANSFORMATION WIPT will be conducted in three phases: (1) Education and Research, (2) Plan, and (3) Implement. Following are brief descriptions of these phases, along with supporting tasks for each.

(1). Education and Research. During the Education and Research phase, the WIPT will collect and receive Logistics Modernization and GCSS information and profile current LOGCOM Logistics Modernization and GCSS activities.

(a). Identify, collect and review recent literature (research, studies, analysis, and expert opinion) and current Marine Corps, Department of the Navy, and Department of Defense policies and directives associated with logistics modernization and the aspects of change management.

(b). Establish the current baseline. Identify all logistics modernization efforts ongoing within LOGCOM's core competencies. Evaluate those efforts against current applicable policy and guidance.

(c). Determine LOGCOM's As-Is and To-Be states for each of the possible roles identified within Logistics Modernization with respect to organization, information technology and business processes.

(d). Provide a recommendation as to LOGCOM Logistics Modernization and GCSS process ownership. Identify modernization process responsibilities for each of the process owner roles: coach, designer, advocate, and enforcer. Since the process owner will be responsible for follow-on policy analysis, continuous process improvement and implementing new initiatives, selection during the WIPT period is desirable to gain buy in and understanding of the WIPT's efforts.

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(2). Plan. During the plan phase the WIPT will conduct a mission analysis to assess LOGCOM's tasks and assess LOGCOM's current strengths, weaknesses, opportunities for improvement, and threats to success. Improvement opportunities will be developed into initiatives and appropriately planned and resourced.

- (a). Conduct mission analysis. Address the transformational differences that exist between the As-Is and To-Be roles.
- (b). Develop an initial POAM to incorporate each initiative into LOGCOM's business operations. Identify what is necessary for LOGCOM to perform, along with recommendations on how to proceed. Document in a position paper and submit to the Commanding General and senior leadership for approval.
- (c). Develop a LOGCOM Logistics Modernization and GCSS budget. Consider potential resource requirements needed to support the WIPT and any initiatives approved for implementation. Consider contractor support, training, additional FTE's, etc. Include it as a separate entry in the ABC model. Risks/impacts should be clearly identified for any unfunded requirements.
- (d). Modify, develop and document business processes and procedures in support of LOGCOM GCSS implementation (i.e., standard operating procedures, supporting guidebooks, etc.).

(3). Implementation. During the implementation phase, the LOGISTICS TRANSFORMATION WIPT will initiate necessary actions to ensure a smooth transition between legacy applications, processes, and responsibilities to the 'new reality' brought about by GCSS-MC.

- (a). Develop a standard methodology for cost estimating LOGCOM's support for GCSS-MC. This will involve the identification of the necessary data elements that must be captured in order to provide valid and accurate cost estimates, the sources of those data elements, and ensuring they are available to the appropriate personnel to assist in the development of proposals.
- (b). Coordinating Instructions:
 - (1) The LOG MOD WIPT POAM will initially be used as the metric to measure performance for the strategic initiative "GCSS-MC" and objective "Provide Best Value" in the LOGCOM Balanced Scorecard Strategy Map. This will document the WIPT's progress towards accomplishing those baseline tasks and milestones required for instituting Logistics Modernization and GCSS within LOGCOM.
 - (2) Implementing Logistics Modernization and GCSS-MC will be a continuous process and will not be solved entirely by the WIPT. The WIPT should strive for the solid 80-85% solution on the above tasks as an acceptable foundation upon which further developments and continuous improvements can be made.
 - (3) The WIPT will not be able to solve every issue it encounters. WIPT members should refrain from "beating a dead horse" and accept their ideas or opinions as issues or follow-on action items. Any issues left unresolved will be captured and addressed accordingly

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- (4). The WIPT will solicit input from the USMC's and LOGCOM's subject matter experts for consideration in the development of the WIPT's recommendations.
- (5). All WIPT members will be considered equals, expected to fully participate, consider the benefit to the entire LOGCOM and not their small area of concern, respect each others opinions, criticize ideas and not the person, listen when others are speaking with no sidebar conversations.

4. Administration and Logistics

- a. The following organizations will designate at least one representative to participate in this effort:

PP&O, Studies & Analysis, C4, Supply Chain Management Center, Maintenance Directorate, Maintenance Center Albany, Maintenance Center Barstow, Blount Island Command, MCLB Albany, MCLB Barstow, Contracts Department, Quality Assurance Office, Marketing Office, Programs and Resources, Business Performance Assessment and Integration Office, Manpower Office and Legal Office. Members must have the authority to speak on behalf of their respective organizations. Core team and ad hoc members will be identified at the first WIPT meeting.

- b. All recommended modifications to this Charter will be reviewed by the LOGISTICS TRANSFORMATION WIPT leader and approved by the WIPT Sponsor.

5. Command and Signal

- a. The LOGISTICS TRANSFORMATION WIPT Sponsoring Organization is Plans, Policies and Operations Department (Code L90). The LOGISTICS TRANSFORMATION WIPT sponsor is Colonel Anthony Ardovino at (229) 639 - 7056, (DSN) 567-7056. The LOGISTICS TRANSFORMATION WIPT advisor is Mr. Dale C. Rieck at (229) 639 - 5007, (DSN) 567 - 5007.

- b. The LOGISTICS TRANSFORMATION WIPT leader is Maj Phil Schendler at (229) 639-8124, (DSN) 567-8124. Upon completion of the WIPT this effort will transition to the PBL process owner for further implementation and continuous process improvement.

- c. The LOGISTICS TRANSFORMATION WIPT will use VTC during its biweekly meetings to facilitate maximum member participation.

- d. The LOGISTICS TRANSFORMATION WIPT Sponsor shall receive weekly reports regarding the status of the WIPT's efforts. Informational updates will be provided on a monthly basis to Commanding General and senior leadership. Decision briefs will be provided as necessary.

Logistics Strategy Team (LPV-2)

Purpose

This charter establishes the Logistics Strategy Team (LPV-2) within the staff of the Director, LP Division that works within the Deputy Commandant for Installations and Logistics (DC, I&L) department. This charter defines mission and functions.

Background

DC, I&L as the Combat Service Support (CSS) advocate is responsible for ensuring Marine Corps forces and, in particular, its deploying Marine Air Ground Task Forces (MAGTF's) contain the necessary CSS capabilities to meet mission requirements. CSS capabilities are those capabilities, supplies, personnel and equipment necessary to support a MAGTF from the initiation of operations to the accomplishment of its mission.

DC, I&L will work with the Operating Forces; Commander, Marine Corps Logistics Command (MARCORLOGCOM); Commander and CG, Marine Corps Combat Development Command (MCCDC) in identifying logistical requirements (capabilities/systems) needed for equipping and sustaining Marine Corps forces. DC, I&L (LP) works with these commands within the Combat Development System (CDS) to ensure that the right logistical force capabilities and systems are properly identified, coordinated, and acquired through the POM/Budget/Acquisition process to support evolving future Marine Corps operational concepts.

Autonomic Logistics

Autonomic Logistics is the Marine Corps concept for overcoming deficiencies in collecting and processing of mission critical data associated with ground tactical equipment in austere environments. Current and future warfighting concepts require real-time visibility of the operational status of weapon and support systems on the battlefield. The Autonomic Logistics concept is designed to capitalize on existing technologies and capabilities to enable ground tactical equipment to autonomously provide system identification and location, fuel and ammunition levels, mobile load, and system health data for command and control, combat service support, and materiel life cycle applications.

Total Life Cycle System Management (TLCSM)

TLCSM is the Marine Corps' effort to reduce the logistics footprint and implement Performance Based Logistics (PBL). To achieve those objectives the MC will use the Future Logistics Enterprise (FILE) as a way to emphasize the use of Total Life Cycle Systems Management (TLCSM) and PBL to improve readiness.

Joint Continuous Acquisition Life Cycle Support (JCALS)

JCALs was developed to support the automation and integration of DoD acquisition business processes, applications and data to include the Joint Technical Manual (JTM) application.

Corporate Board Charter

Board Name	Level of Board
Enterprise Total Life Cycle Management Corporate Board	Enterprise
Board Mission	
<ul style="list-style-type: none"> ▪ Serves as the principal advisor to the Deputy Commandant for Installations and Logistics (DC I&L) on enterprise-level life cycle management initiatives within the Marine Corps ▪ Align USMC enterprise initiatives with Department of Navy (DON) and Department of Defense (DoD) ▪ Communicate and educate USMC personnel and external organizations on enterprise initiatives ▪ Ensure integration of enterprise-level requirements/considerations into the Joint Capability Integration Development System (JCIDS), Requirements Transition (RT), Systems Acquisition, and Planning Programming Budgeting Execution System (PPBES) ▪ Facilitate resolutions between enterprise and Program Manager (PM) level decisions 	
Board Goals/Objectives/Targets	
<p>GOALS:</p> <ul style="list-style-type: none"> ▪ Plan, manage, and implement policies, processes, and tools that will align enterprise level initiatives within the Marine Corps ▪ Identify, and gain buy-in among, key stakeholders and customers on enterprise level initiatives <p>OBJECTIVES: Develop and assess the following Marine Corps enterprise level prioritized goals which will be updated as required.</p> <ul style="list-style-type: none"> ▪ Design-in Reliability, Maintainability, and Supportability ▪ Performance Based Logistics <ul style="list-style-type: none"> ○ Depot Maintenance ▪ Autonomic Logistics/Prognostic <ul style="list-style-type: none"> ○ Condition Based Maintenance Technology ○ Sense and Respond ▪ Fuel Efficiency ▪ Logistics Footprint ▪ Automated Identification Technology (e.g., Unit Identification) <p>TARGETS:</p> <ul style="list-style-type: none"> ▪ Identification of all existing processes that apply/impact enterprise level initiatives. ▪ Identification of non-existent processes required to integrate enterprise level initiatives. ▪ Identification/coordination with appropriate organizations, focal points, and subject matter experts for each enterprise level initiative. ▪ Development of an Enterprise Level TLM Strategy, to include POA&M, to meet goals and objectives of the Enterprise Total Life Cycle Management Corporate Board. ▪ Establish internal metrics for implementation of individual enterprise level initiatives. <ul style="list-style-type: none"> ○ Comply with U.S.C. Title 10, Section 2466. Do not contract out more than 48% of depot maintenance workload. ○ Comply with U.S.C. Title 10, Section 2464. Maintain a minimum core capability requirement as calculated by Marine Corps Logistics Command every two years. Ensure compliance with DOD's methodology in calculating core. 	
Customers:	

Corporate Board Charter

1. Operating Forces
2. Deputy Commandant Installations and Logistics

Stakeholders:

1. Congress
2. Department of Defense
3. Department of the Navy
4. Headquarters Marine Corps
5. Marine Corps Combat Development Command
6. Marine Corps Systems Command
7. Marine Corps Logistics Command

Team Products/Services

- DC I&L Campaign Plan (enterprise level initiative portions)
- Enterprise level Initiative prioritization list
- Communication Plan
- Enterprise Level TLM Strategy

Team Membership by Discipline/Organization/Function

Name	Organization	Function
Ms. Shanna Poole, Primary LtCol Greg Truba, Alternate	Headquarters Marine Corps <ul style="list-style-type: none"> ▪ DC I&L 	Chair, voting member Voting member
Ms. Cara Tener, Primary Mr. Bill Stringer, Alternate	<ul style="list-style-type: none"> ▪ DC P&R 	
Mr. Dale Rieck, Primary Col Anthony Ardivino, Alternate	Marine Corps Logistics Command	Voting Member
Mr. Gordon Taylor, Primary Ms. Yvonne Romero, Alternate	Marine Corps Systems Command	Voting Member
Mr. Larry Platt, Primary TBD, Alternate	Marine Corps Combat Development Command	Voting Member
Ms. Debbie Thien	Headquarters Marine Corps <ul style="list-style-type: none"> ▪ DC I&L 	Board Secretary
TBD	Ad Hoc Membership as required	Provide Expertise

Board Chair Responsibilities

- Call and chair meetings as required.
- Advise DC I&L on significant total life cycle management issues addressed by the Enterprise TLM Corporate Board such as Performance Based Logistics and Depot Level Source of Repair.
- Develop agenda for meetings; ensure prompt execution of the Enterprise TLM Corporate Board business.
- Promulgate Enterprise TLM Corporate Board decisions, minutes, and recommendations.
- Facilitate discussions, manage conflict, and build consensus among Board members.

Board Members Responsibilities

1. Enterprise TLM Corporate Board members:

Corporate Board Charter

- Represent their respective Command or organization in the accomplishment of tasks assigned to the Board.
- Coordinate with parent organization for ad hoc member availability and attendance at Board meetings, as required.
- Assist the Chair in formulating appropriate positions/recommendations to be presented to DC I&L.
- Assist the chair in tracking appropriate information required in order to monitor ongoing initiatives.
- Identify and evaluate potential enterprise level total life cycle management concerns/issues.

2. Enterprise TLM Corporate Board Secretary:

- Provide necessary continuity and point of contact for Board.
- Staff and consolidate responses requiring Enterprise TLM Corporate Board review.
- Coordinate agendas and meeting presentations.
- Develop / distribute meeting minutes.

FUNDAMENTAL PRINCIPLES:

- Lead by example.
- Maintain constructive relationships.
- Take initiative to make things better.
- Maintain the self-confidence and self-esteem of others.
- Focus on the situation, issue, or behavior, not the person.
- Turn off all electronic devices during meetings and turn on your brain.

TEAM PRINCIPLES:

- All members will participate in meetings.
- Member contributions during discussions will be open, honest, and succinct.
- Member ideas/concerns/contributions will be non-attributable.
- The Board will allow participants to finish their thoughts without interruption.

QUORUM / DECISION-MAKING RULES:

- Attendance at meetings is mandatory for all voting members or designated alternate (i.e., considered as "place of employment") as dictated by the agenda topics.
- Voting members will make decisions using consensus.
- If consensus cannot be reached, the Chair will seek guidance from DC I&L for a final decision.

Authority/Accountability/Boundaries

AUTHORITY:

This charter is issued under the authority of Headquarters Marine Corps, Deputy Commandant Installations and Logistics (DC I&L).

Corporate Board Charter

ACCOUNTABILITY:

Legal/Regulatory:

- Congressional Statutes (e.g., Title 10)
- DoD Regulations/Policy Letters
 - DOD 5000.2
- DOD's Depot Long Term Strategy Report
- Marine Corps Orders/Publications/Bulletins
 - MCO 4000.xx (draft)
 - MCO 4000.56
 - MCO 4790.20
 - MCO 5000.19 (draft)
- Marine Corps Logistics Campaign Plan

Review and Approval Process

Approved by:

Lieutenant General Richard L. Kelly
Deputy Commandant, Installations and Logistics

Date of Approval (to be reviewed annually)

Members:

Mrs. Shanna Poole, DC I&L, Code LPC

Mr. Dale Rieck, MARCORLOGCOM

Mr. Gordon Taylor, MARCORSYSCOM

Mr. Lawrence Platt, MCCDC

Ms. Cara Tener, DC P&R

Submitted by:

Mrs. Debbie Thien
Board Secretary

Corporate Board Charter

BEST VALUE EQUIPMENT SUSTAINMENT PROCESSES WORKING GROUP

Revised Draft Charter

9 November 2004

This charter endorses a Working Group (WG) to develop Best Value Equipment Sustainment Processes for Depot Level maintenance. It sets forth the mission, tasks, guidelines and operating principles for the WG.

1. Background. On 1 March 2004, COMMARLOGCOM briefed DC I&L on the Marine Corps equipment sustainability process, with a focus on depot maintenance. The purpose of the brief was to provide a better understanding of the basis of equipment sustainment decisions and the changes that are impacting equipment readiness across the Marine Corps. The brief was the first in a series to improve the Marine Corps's Enterprise Level Equipment Sustainment Processes. This WG was formed as a means of ensuring a focused effort to address all aspects of this program as it pertains to the Marine Corps to provide sound recommendations. The WG initiated work on the subject processes shortly after 1 March.

2. Mission. The Best Value Equipment Sustainment Processes WG is chartered to develop the processes that will enhance the effectiveness of the Depot Level Maintenance Program. This WG will also serve as the conduit for enhanced communications and information sharing between HQMC (I&L, PP&O, P&R, MCCDC), LOGCOM, SYSCOM and MARFORS.

3. Guidance. This WG is presently guided by DC I&L message 111656Z Mar 04. Additional guidance has emerged from HQMC, and the development of these initiatives continue.

a. Tasks. The primary task of this WG is to identify the Best Value Maintenance Determination Process and IT solutions to work this process and to interface with PPBE. In accordance with the primary task, the following tasks will be accomplished by the WG. Additional tasks may be identified by the WG as the primary task is accomplished.

1. Coordinate with all stakeholders to identify indicators for equipment similar to that used for "breaking the force."
2. Review Depot Maintenance Core Capabilities Requirements process and provide recommendations.
3. Review process by which we most effectively utilize our equipment sustainment resources. (i.e. screening programs, optimization tools, in stores assets, ...)
4. Identify specific requirements for delta between FY05 total unconstrained requirement (\$340.1M) and FY05 executable requirement (\$219.0M) and include reasons requirements are downgraded to unexecutable.

- a. Determine options to execute FY05 total unconstrained requirements in light of potential supplemental.
5. Define process and mechanism for HQMC (I&L, PP&O, P&R, and MCCDC), LOGCOM, SYSCOM, and MARFORS to accomplish the Depot Maintenance Program, encouraging advocacy and participation.
6. Ensure processes and mechanisms for depot level maintenance lend themselves to implementing Performance Based Logistics (PBL) within the Depot Level Maintenance Program (DLMP).
7. Develop measures of effectiveness for the DLMP at the enterprise level.
8. Develop strategies to improve factual justification of depot maintenance resources.

4. WG Meetings.

a. The WG is chaired by DC I&L, with representation from the membership listed below. The WG chair is responsible for:

1. Scheduling the WG meetings and notifying all respective members.
2. Developing agendas for scheduled WG meetings and ensuring prompt execution of the WG business.
3. Drafting, staffing, and finalizing WG meeting minutes.
4. Scheduling and coordinating status briefings with the senior leadership, as required.
5. Coordinating, consolidating and responding to HQMC and other Agencies regarding equipment sustainment process issues.

b. The WG will establish a meeting schedule based on availability of core members. Meetings will be conducted: on-site, via VTC and Teleconferencing. A website will be established with all pertinent documentation. The meetings will be conducted a minimum of every two (2) weeks until all deliverables are completed. All deliverables will be completed within a calendar year from charter signature.

5. Guiding Principles. It is expected that the activities of the WG will be conducted in a collaborative environment with consensus from the WG members. Action Officers/Subject Matter Experts (SME's) from the WG will be assigned to various issues, as required, and will report back to the WG on their findings and/or recommendations.

6. Operating Principles. The following operating principles shall be observed.

- a. TAD Funds, if necessary, are the responsibility of each department.
- b. The WG's progress will be briefed to the senior logistics leadership of the Marine Corps via an In Progress Review scheduled as required.

- c. Modifications to this Charter shall be proposed to the body of the WG and approved by the Executive Director.

7. Membership. The members of the WG are listed below:

<u>Name</u>	<u>Activity</u>	<u>Command</u>
Chair		
Ms. Debbie Thien	LPC	I&L
Members		
Ms Lydia E. Burch	Maintenance Directorate	LOGCOM
Ms Teena K. Farmer	Programs and Resources	LOGCOM
Mr Mike Murphy	Programs and Resources	LOGCOM
Ms Donna D. Harris	Marketing	LOGCOM
Mr Dale Rieck	PP&O	LOGCOM
Maj Brian R. O'Leary	PP&O	LOGCOM
Ms Kathleen Stroup	PP&O	LOGCOM
Mr Bill J. Robinson	C4	LOGCOM
Maj William C. Vinyard	Studies and Analysis	LOGCOM
Ms Harriet H. Woodyard	Supply Chain Management Center	LOGCOM
Col William Johnson	ACProd	SYSCOM
Mr Gordon Taylor		SYSCOM
Mr. Doug Smith	LPC	I&L
Capt Chris Zuchristian	LPO	I&L
Mr. Mike Hines		PP&O
LtCol Klienschmidt		PP&O
Maj Eric Garretty	RPD	P&R
Capt Douglas Burkman		MCCDC
TBD		MCCDC

8. The membership is free to request assistance from other subject matter experts as deemed necessary to complete tasks, as assigned.



UNITED STATES MARINE CORPS
MARINE CORPS LOGISTICS COMMAND
814 RADFORD BOULEVARD
ALBANY, GEORGIA 31704-0301

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FEB 23 2005

FIRST ENDORSEMENT on PBL WIPT Charter dtd 14 Feb 05

From: Commanding General

To: Director, Plans Policies and Operations

Subj: MARINE CORPS LOGISTICS COMMAND PERFORMANCE BASED LOGISTICS
WORKING INTEGRATED PRODUCT TEAM (PBL WIPT) CHARTER

1. Returned, approved.

A handwritten signature in cursive script, appearing to read "E. G. Payne".

E. G. PAYNE

Copy to:
Files

MARINE CORPS LOGISTICS COMMAND
PERFORMANCE BASED LOGISTICS WORKING INTEGRATED PRODUCT TEAM
CHARTER

This Charter establishes the Marine Corps Logistics Command (LOGCOM) Performance Based Logistics (PBL) Working Integrated Product Team (WIPT), sets forth its purpose and identifies the objectives the WIPT will accomplish.

1. Situation. In order to remain relevant and survive in today's highly competitive business environment, successful organizations recognize and act on two key essentials: (1) That they offer products and services that provide best value, as perceived by their customers and relative to their competition and (2) That to ensure they are in fact providing best value and continue doing so, they develop proactive methods to measure customer satisfaction, analyze feedback data to understand how their performance is meeting their customer's requirements, and take appropriate action to continuously meet their needs and expectations by engaging in innovation and process improvement activities.

Performance Based Logistics has created a highly competitive environment within the Department of Defense. Increased pressure has been placed on all of the Armed Services to perform their logistics processes in an increasingly more efficient and effective manner, while realizing the stated performance objectives of their warfighter customers. Organizations that cannot compete as best value logistics providers will not survive and could likely find themselves on future BRAC lists. In addition to competition among the Services, competition from other organic DoD activities (DLA and TRANSCOM) and from commercial sources (OEMs and CLS 3PLs) is also present.

Under PBL, LOGCOM will have to compete against defense contractors and other Service's logistics commands to be awarded those logistics support functions this command has traditionally performed in support of the Marine Corps' weapon systems. Program Managers will select Product Support Integrators and Product Support Providers based on a competitive award process that includes a business case analysis to determine the best value product support for their weapon systems. To be relevant, LOGCOM must be able to compete and be selected as a best value logistics support integrator or provider. To remain relevant, LOGCOM must be innovative and continue to improve its business processes, incorporate best business practices, establish new logistics capabilities, and close any performance gaps that exist in relation to its competition.

In response to this situation strategic objective 1.4 - "Provide Best Value" (PBV) was established in the customer/-warfighter perspective of the LOGCOM Strategic Plan FY2004 – FY2009 and associated Balanced Scorecard Strategy Map. During the Strategic Initiatives Executive Offsite the LOGCOM leadership designated PBL as one of the top seven strategic initiatives for the command, in direct support of the "Provide Best Value" objective.

2. Mission. Upon this charter's approval, the PBL WIPT, in the execution of one of LOGCOM's top priority strategic initiatives, will take immediate action to investigate, innovate, and implement PBL related initiatives approved by the Commanding General and senior leadership that are required in order to successfully position LOGCOM as a best value product support integrator or product support provider in the PBL environment. The PBL WIPT will meet for a limited duration of five months and will be prepared to transfer PBL WIPT responsibility and operations to the LOGCOM PBL process owner, as yet to be determined.

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3. Execution.

a. Commander's Intent. My purpose for the PBL WIPT is to ensure LOGCOM's continued relevancy and competitiveness as a "best value" integrator and provider of logistics and product support. To be successful, the command must approach this new way of performing logistics in an integrated and coordinated manner across its core competencies and staff sections. As such, a representative cross-functional WIPT is necessary to investigate the requirements needed for LOGCOM to fill its PBL roles and responsibilities and through innovation develop the initiatives that need to be implemented to better equip and position this command for the PBL challenges and opportunities ahead. The endstate for this undertaking is a LOGCOM that understands how to navigate in the PBL environment and can create and maintain competitive advantage as a preferred "best value" logistics support integrator or provider of choice.

b. Concept of Operations. The PBL WIPT membership will consist of a core team and ad hoc members. The core team will be expected to actively support this effort and attend all meetings. The ad hoc members will be expected to support as required and be pulled into core team meetings for limited periods to focus on accomplishing specific tasks at hand. Meetings will initially be conducted on a bi-weekly basis. Meeting frequency may be increased to a weekly basis, as necessary. Members will be provided a detail Plan of Action and Milestones (POAM) that will task them to read and prepare information in advance of each meeting. Members will be expected to actively participate in the WIPT's discussions and activities. Agendas, specific research questions, individual and/or sub-group taskings and interim deliverables will be used to provide short-term goals and focus the team's efforts during each session. The PBL WIPT will incrementally document their recommended courses of action in position papers and briefs. The end state deliverable will be PBL policy, procedures and performance measure recommendations that will ensure LOGCOM provides customer satisfaction and best value to the Marine Corps, and the other Services and Agencies it supports. The PBL WIPT will meet for a limited duration of five months. It is anticipated that the PBL WIPT will transfer all responsibilities and operations to the LOGCOM PBL process owner on 1 August 2005, who after which will coordinate all future PBL actions across the command.

c. Tasks. Completion of the following tasks is necessary to position LOGCOM to actively participate in future PBL strategies and initiatives in direct support of the "Provide Best Value" strategic objective. The PBL WIPT will be conducted in three phases: (1) investigate, (2) innovate, and (3) implement. Following are brief descriptions of these phases, along with supporting tasks for each.

(1). Investigate. During the investigation phase, the PBL WIPT will collect PBL information; conduct PBL research and analysis; profile current LOGCOM PBL activities and benchmark PBL best practices.

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(a). Identify, collect and review recent literature (research, studies, analysis, and expert opinion) and current Marine Corps, Department of the Navy, and Department of Defense policies and directives associated with PBL, best value and customer satisfaction.

(b). Identify and prioritize LOGCOM's PBL customers, suppliers and stakeholders.

(c). Define the terms "Best Value" and "Customer Satisfaction" as they relate to PBL and PBAs and in terms of LOGCOM's core competencies, other logistics functions and products and services. Recognize there could potentially be three separate but dependant perspectives:

(1). The customer satisfaction perspective (external view – customer facing) focusing on LOGCOM's ability to meet and/or exceed our customer's requirements.

(2). The customer satisfaction perspective (external view – supplier facing) focusing on the ability of LOGCOM's suppliers to meet and/or exceed our requirements as their customer.

(3). The business management perspective (internal view), which focuses on the aspects of cost, schedule, performance and quality of the products we provide.

(d). Establish the current PBL baseline. Identify all PBL, best value and customer satisfaction efforts ongoing within LOGCOM's core competencies. Evaluate those efforts against current PBL policy and guidance. Identify and document any current LOGCOM business processes that support PBL implementation.

(e). Identify PBL, best value and customer satisfaction best business practices in use within the public or private sector today. Conduct an abbreviated benchmarking analysis to evaluate "best-in-class" approaches to PBL, best value and customer satisfaction.

(f). Determine LOGCOM's As-Is and To-Be states for each of the possible PBL roles identified in the MCO (PSP, PSP integrator, vertical PSI, horizontal PSI, and LCM-MC) with respect to organization, information technology and business processes.

(g). Provide a recommendation as to LOGCOM PBL process ownership. Identify PBL process responsibilities for each of the process owner roles: coach, designer, advocate, and enforcer. Since the process owner will be responsible for follow-on policy analysis, continuous process improvement and implementing PBL initiatives, selection during the WIPT period is desirable to gain buy in and understanding of the WIPT's efforts.

(2). Innovate. During the innovation phase the WIPT will conduct a performance gap analysis to assess LOGCOM's PBL activities versus world-class standards to reveal current strengths, weaknesses and opportunities for improvement. Improvement opportunities will be developed into initiatives and appropriately planned and budgeted for. Other innovation phase activities include simplifying and optimizing current processes and procedures by applying PBL best practices.

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(a). Further develop the link between PBL as a strategic initiative and PBV as a strategic objective. Identify to the Strategic Planning Core Team the definition of best value in terms of PBL and PBV. Provide additional information, to include PBV focused initiatives along with any identified PBL performance metrics, to the Core Team as they become available.

(b). Conduct PBL gap analysis. Address the transformational differences that exist between the As-Is and To-Be PBL roles. Compare and contrast the LOGCOM's current PBL activities against best practices. Identify and evaluate potential PBL, best value and customer satisfaction improvement opportunities. Specifically identify PBL training opportunities and requirements (i.e., financial, contracting, metrics development, cost estimating, etc.).

(c). Develop initiatives to realize the PBL, best value and customer satisfaction improvement opportunities and to begin closing the performance gaps identified in the prior analysis. Develop an initial POAM to incorporate each initiative into LOGCOM's business operations. Identify what is necessary for LOGCOM to perform, along with recommendations on how to proceed. Document in a position paper and submit to the Commanding General and senior leadership for approval.

(d). Develop a LOGCOM PBL budget. Consider potential resource requirements needed to support the PBL WIPT and any PBL initiatives approved for implementation. Consider contractor support, training, additional FTE's, etc. Include PBL as a separate entry in the ABC model. Risks/impacts should be clearly identified for any unfunded requirements.

(e). Modify, develop and document business processes and procedures in support of LOGCOM PBL implementation (i.e., standard operating procedures, supporting guidebooks, etc.).

(3). Implement. During the implementation phase, the PBL WIPT will develop and document detailed PBL processes and procedures while taking into consideration information technology and organizational requirements. The PBL WIPT will further refine the individual POAMs for each PBL initiative developed during the innovation phase. The PBL process owner will likely implement these initiatives. Upon approval, the initiatives identified at the beginning of the PBL WIPT will be executed concurrently with the investigation and innovation phases.

(a). Capture information developed from the above tasks and incorporate into a LOGCOM PBL process. Document this process and any procedures in a draft LOGCOM PBL policy directive and guidance document.

(b). Upon approval as a PBL initiative, develop a standard methodology for cost estimating LOGCOM's logistics and product support for PBL. This will involve the identification of the necessary data elements that must be captured in order to provide valid and accurate cost estimates, the sources of those data elements, and ensuring they are available to the appropriate personnel to assist in the development of proposals.

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(c). Upon approval as a PBL initiative, develop a methodology for the PMs to use in evaluating logistics chain best value during the BCA process. Document in a Logistics Chain Management Best Value Business Case Analysis Model.

(d). Upon approval as a PBL initiative, develop and document a methodology for identifying the requirement for specific horizontally aligned enterprise-level Performance Based Agreements (PBA) to allow LOGCOM to realize economies of scale for product support across multiple weapons systems. Also develop a means by which to advertise these PBAs to the appropriate PM's. Identify LOGCOM supplier/customer relationships, based on the documented methodology, that offer horizontal PBA opportunities and provide recommendations to the Commanding General and senior leadership for further development.

(e). Upon approval as a PBL initiative, operationally define the following objectives as identified in USD (AT&L) memo dated 16 Aug 2004: Operational Availability, Operational Reliability, Cost per Unit Usage, Logistics Footprint, Logistics Response Time and develop 2nd and 3rd tier supporting metrics, along with the identification of the data elements to support those metrics and the appropriate data sources. Document in a PBL Performance Measurement Plan. The Performance Measurement Plan should also contain a customer best value/satisfaction survey for each core competency, and a plan for administering it to LOGCOM customers.

(f). Upon approval as a PBL initiative, develop PBL Quadrant Models for the following.

(1). Customer – Weapon System PBA Profile; relating LOGCOM's customer priority level (A, B and C customers) to weapon system criticality (A, B, and C weapon systems).

(2). Supplier – Weapon System PBA Profile; relating LOGCOM's supplier priority level (A, B and C suppliers) to weapon system criticality (A, B, and C weapon systems).

Determine which PBL performance measures are best suited for each quadrant and document in the PBL Performance Measurement Plan. Establish an initial baseline for each quadrant. Develop generic PBAs for each quadrant that will be tailored to specific customer or supplier and weapon system requirements. Identify the steps necessary to close the gap between the baseline and the documented PBA goals for each quadrant.

(g). Upon approval as a PBL initiative, develop the role and responsibilities the Enterprise TLMC Corporate Board should play in PBL. Consider decision support for Marine Corps wide economies of scale PBA decisions and those to be made in the best interest of corporate Marine Corps. Address the Board's potential role for providing checks and balances to the PBL process.

c. Coordinating Instructions

(1) The PBL WIPT POAM will initially be used as the metric to measure performance for the strategic objective 1.4 - "Provide Best Value" in the LOGCOM Balanced Scorecard Strategy Map. This will document the WIPT's progress towards accomplishing those baseline tasks and

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milestones required for instituting PBL within LOGCOM to provide best value and improve customer satisfaction.

(2) Implementing PBL and the methodology for providing best value and ensuring customer satisfaction will be a continuous process and will not be solved entirely by the PBL WIPT. The WIPT should strive for the 80% solution on the above tasks as an acceptable foundation upon which further developments and continuous process improvements can be made by the PBL process owner.

(3) The PBL WIPT will not be able to solve every issue it encounters in the short time frame allotted for this undertaking. WIPT members should refrain from “beating a dead horse” and accept their ideas or opinions as issues or follow-on action items. Any issues left unresolved will be captured in the documentation for this effort and passed on to the PBL process owner for resolution.

(4). The PBL WIPT will solicit input from LOGCOM’s customers, suppliers and other PBL stakeholders for consideration in the development of the WIPT’s recommendations.

(5). Interim deliverables are to be identified in the Plan of Action and Milestones.

(6). All WIPT members will be considered equals, expected to fully participate, consider the benefit to the entire LOGCOM and not their small rice bowl, respect each others opinions, criticize ideas and not the person, listen when others are speaking with no sidebar conversations.

(7) The PBL WIPT must also consider that PBL methodologies are not only customer facing but also supplier facing. The WIPT should consider that the Provide Best Value objective also implies that LOGCOM should “Receive Best Value” and accordingly account for this in its recommendations.

4. Administration and Logistics

a. Prior to the start of this effort, interim deliverable position papers, briefs and policy directive outlines will be developed so that these deliverables can be concurrently developed as the WIPT progresses.

b. The following organizations will designate a representative to participate in this effort: PP&O, Studies & Analysis, C4, Supply Chain Management Center, Maintenance Directorate, Maintenance Center Albany, Maintenance Center Barstow, Blount Island Command, MCLB – Albany, MCLB – Barstow, Contracts Department, Quality Assurance Office, Marketing Office, Programs and Resources, Business Performance Assessment and Integration Office, Manpower Office and Legal Office. Members must have the authority to speak on behalf of their respective organizations. Core team and ad hoc members will be identified at the first WIPT meeting.

c. All recommended modifications to this Charter will be reviewed by the PBL WIPT leader and approved by the WIPT Sponsor.

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5. Command and Signal

a. The PBL WIPT Sponsoring Organization is Plans, Policies and Operations Department (Code L90). The PBL WIPT sponsor is Colonel Anthony Ardovino at (229) 639 - 7056, (DSN) 567 - 7056. The PBL WIPT advisor is Mr. Dale C. Rieck at (229) 639 - 5007, (DSN) 567 - 5007.

b. The PBL WIPT leader is Ms. Kim Wilbanks at (229) 639 - 7189, (DSN) 567 - 7189. Upon completion of the WIPT this effort will transition to the PBL process owner for further implementation and continuous process improvement.

c. The PBL WIPT will use VTC during its biweekly meetings to facilitate maximum member participation.

d. The PBL WIPT Sponsor shall receive weekly reports regarding the status of the WIPT's efforts. Informational update briefs will be provided on a monthly basis to Commanding General and senior leadership. Decision briefs will be provided as necessary.



E. G. PAYNE.
Brigadier General, U. S. Marine Corps
Commanding General
Marine Corps Logistics Command